

creatively and we must transform shortcomings into opportunities.

All over the world the education of masses of youth emerging from educationally deprived backgrounds is a vital challenge to the process of building a new global society with abundant supplies of indigenous leadership. If we meet this challenge of educating those who arrive in our college classrooms with inadequate preparation here in New York, in CUNY; if we can take freshmen from impoverished backgrounds with enormous skills deficits but who have normal brains and great potential; if we can take this kind of raw material and create productive and independent citizens able to take care of themselves and also serve as leaders; if we can seize the situation which presently confronts us; then we will have a system that produces a priceless global product. Using New York's great and enormously diverse population we will have developed a blueprint, a model for higher education which would be applicable anywhere in the world. The world market for such a service is almost unlimited; it would be a product of the highest value.

What is happening here in New York at CUNY is a tragedy. At a pivotal point in the life of this city, as we approach the dawn of the 21st century, there are confused but powerful forces in this city which are turning a time for triumph into a time for tears.

President Clinton has rightfully referred to America as the indispensable nation. It is not exaggerating to state that in this indispensable nation, New York is the indispensable City. In order for this City to maintain its rightful place and fully realize its destiny an open, thriving, creative CUNY is an indispensable institution. CUNY is the jewel in the crown of our unique urban civilization.

This is the moment at which we must rally our better instincts, our common sense; we must rally our cultivated logic and receptivity to the evidence provided by well-known studies. Such studies show that the record of CUNY is a laudable one. Consider the fact that the cost to educate a single student at Harvard is about \$30,000 per year; the cost at taxpayer supported West Point is more than \$120,000 per year. Despite its shoestring budgets and repeated fiscal harassments, CUNY has endured over many years, CUNY still stands in the ranks of the greatest in its production of outstanding scholars, scientists and international prize winners.

Oh what a tragedy indeed it would be if the enterprising citizens of New York would stand idly by and allow the destruction of this great monument to the genius of ordinary people. As silent intimidated sheep we can not allow the mutilation of this oldest and most magnificent system for the promotion of maximum educational opportunity for the greatest number. What a tragedy it would be if those with blurred visions and tiny spirits are allowed to oppress this greatest vehicle for insuring progress and economic justice in our city.

Open enrollment is not our enemy. Remediation is not a terrorist tactic. If education is the way out of welfare then why are powerful forces rushing to close the doors of educational opportunity. The trumpet has sounded for leadership from within CUNY. Board of trustees; faculty senates; presidents, and full-time and adjunct faculties; student governments; student bodies; all together you comprise an aggregate more than 215,000 strong. You collectively represent the best educated and most aspiring among us. You have the capacity to utilize an Athenian style democracy not driven by the uninformed and the philistines. CUNY must refine its own mission; CUNY must confront its pockets of internal corruption; CUNY must arouse itself from snugness and com-

placency; CUNY must accept the continuing challenge that the founders envisioned.

Following the principle that education adds value to each individual, we must seek ways to provide more and better education for all of our citizens. As our society grows more complex higher education becomes not a luxury but an obvious necessity. We should not shrink from the obligation to educate and add value to students at the lowest possible cost. Education at CUNY is still a bargain for our taxpayers; it is far cheaper than incarceration and still cheaper than welfare dependency. New York City alone will need thousands of new teachers over the next 10 years. The nation will need more than a million new Information Technology workers over this same decade. Let's educate and claim our rightful share of these new positions. CUNY enrollments should not be restricted. CUNY enrollments must be expanded.

In closing let me summarize my recommendations as follows.

1. To address the problem of excessive student remediation time and to make reasonable adjustments in admissions procedures, the campus presidents and faculty senates as well as other relevant higher education policy-making entities must be given no less than 6 months to prepare and present a comprehensive plan to the CUNY Board of Trustees.

2. To allow CUNY to appropriately address the problems of remediation and the maintenance of standards of excellence as well as the problems of gross infrastructure inadequacies and student-teacher ratios. The Board of Trustees must unite with the presidents; faculties and students, and the elected officials to present a full assessment of CUNY's needs as compared to similar public institutions in other states. This assessment shall serve as a blueprint for an immediate infusion of federal, state and city capital and operating funds to achieve the overhaul necessary for the building of a greater CUNY.

3. The CUNY Board of Trustees shall assume the responsibility for the issuance of an annual CUNY Report to the Citizens of New York detailing its progress on overcoming weaknesses and its short-term and long-term plans for the future. Open public hearing fully covered by the CUNY Cable Television Channel 75 must be held following the issuance of this annual report.

4. That the CUNY Board of Trustees immediately order that a minimum of two regularly scheduled hours of time be set aside each week on the CUNY Channel 75 for the presentation of a cross-section of viewpoints on the present CUNY restructuring discussions and on CUNY policies in general.

5. That the CUNY Board of Trustees also support the following two initiatives presented in attachments to this statement.

A. An amendment to the Higher Education Assistance Act which proposes the establishment of partnerships between higher education institutions and community based organizations to sponsor store front computer and telecommunications training centers.

B. A proposal for greater CUNY involvement in promoting the immediate and long-term fiscal stability and prosperity of New York City.

CUNY must not allow itself to be invaded and oppressed by barbarians. Outsiders of any kind should not be allowed to stampede CUNY into destructive restructuring. CUNY must be held accountable by citizens and public officials but CUNY should never be invaded; it should never be conquered and it should never be occupied by political and philistine forces.

At CUNY we need scholarly expertise combined with the wisdom of the best and most experienced leadership in this city to cor-

rect, redesign, and refine that which exists already. At CUNY we need giant minds and extraordinary spirits to usher and lift a good university to a new level of greatness in the 21st century. New York is the nation's indispensable city. In this indispensable city, the institution that is most clearly indispensable for a prosperous future is CUNY.

#### FISCAL FUTURE CHALLENGES FOR NEW YORK CITY INSTITUTIONS FOR COLLEGES AND UNIVERSITIES

##### Economic Development and Revenue.

Each institution should have a tourism promotion program to facilitate bringing in visitors for conferences, conventions, seminars, etc.

Each should forge linkages with "sister colleges" throughout the Nation and the world.

Each institution should have one or several in-depth cultural and language institutes and/or collections related to a nationality, ethnic, or religious group. It should declare itself a "world center" for that group.

Each institution should be related to the development of some museum or annual exhibition or festival with linkages to some recurring tourism events.

Each institution should organize and support an enhanced sports and game program in recognition of the rapidly expanding dollar value of all aspects of the sports and game industries.

Each institution should develop an organized program for promoting on-campus student entrepreneurs and industries located in the vicinity of the campus which employ students. Industries utilizing faculty knowledge and expertise should share profits with the colleges.

Each institution should have an organized and highly visible volunteer corps available to assist with city emergencies and special projects showing the taxpayers that students are an integral part of the life of the city while enhancing the compassion image of the city.

#### LEAVE OF ABSENCE

By unanimous consent, leave of absence was granted to:

Mr. CRANE (at the request of Mr. ARMEY) for today until 12:30 p.m. on account of illness.

Ms. CARSON (at the request of Mr. GEPHARDT) for today on account of attending a family funeral.

Mr. ANDREWS (at the request of Mr. GEPHARDT) for today before 2:00 p.m. on account of attending a funeral.

Ms. STABENOW (at the request of Mr. GEPHARDT) for today on account of personal business.

#### SPECIAL ORDERS GRANTED

By unanimous consent, permission to address the House, following the legislative program and any special orders heretofore entered, was granted to:

(The following Members (at the request of OBEY) to revise and extend their remarks and include extraneous material:)

Mr. EDWARDS, for 5 minutes, today.

Mr. FALEOMAVAEGA, for 5 minutes, today.

Mr. HINCHEY, for 5 minutes, today.

Mr. ABERCROMBIE, for 5 minutes, today.

Mr. COYNE, for 5 minutes, today.